

## 2013 FEDERAL EMPLOYEE OF THE YEAR AWARD WINNER

### Category 13 - Agency of the Year

## Naval Station Great Lakes

#### FACTOR I - Description

The largest training facility in the Navy is a thousand miles from the nearest ocean. Naval Station Great Lakes formally opened in 1911 on land donated by the Merchants Club of Chicago.

Ideally located in the Nation's heartland, the camp gained great significance during World War I. However, within a month after Pearl Harbor, the Navy announced that a \$33-million expansion would increase its recruit capacity from 10,000 to 45,000, and by the end of 1942, 75,000 were on base. During the course of World War II, Great Lakes supplied about one million men, just over a third of all personnel who served in the U.S. Navy.

Today, Naval Station Great Lakes continues to serve as the "Quarter Deck of the Navy". More than 20,000 military and civilian personnel work, train and live here. Our training commands and schools proudly graduate thousands of recruits and Sailors every year. The installation is now 101 years old. It, along with the mission here, has been in constant change, allowing us to prepare Sailors for an increasingly sophisticated and technology-based Navy. Since the first group of recruits reported for training July 1, 1911, more than 3.5 million Sailors have started their Navy careers right here in northern Illinois, an experience that continues to be a source of pride for all who have earned the right to wear the uniform of the United States Sailor. Naval Station Great Lakes includes 1,153 buildings with thirty-nine on the National Register of Historic Places. The Installation encompasses 1,628 acres and uses 50 miles of roadways to provide access to the station's facilities.

**MISSION** - Enable and sustain U.S. Naval Forces from the Shore by designing, developing and delivering integrated shore capabilities to the Fleet, the Fighters and Families of Great Lakes, Illinois.

**VISION** -To provide all Base Operating Support Services to 64 tenant commands and their families, while ensuring their safety and security, making Naval Station Great Lakes the premier training, working, and living facility/environment in the United States Navy.

- Naval Station Great Lakes (NSGL) is home to the Navy's largest ashore food service operation serving nearly 9M meals per year. The food service operation is a model of efficiency, saving over \$1.3M in FY12 Subsistence -in-Kind funds resulting from a world-class "Just-in-Time" ordering and vendor delivery system which minimizes food waste and maintains proper portion controls.
- In Dec 11, the galleys at Recruit Training Command implemented a new "Go Green" scullery process. NSGL began diverting all galley food waste to a composting facility vs. the traditional landfill disposal. The galley team began the segregation of food waste and non-compostable galley waste in the scullery and pot wash areas. The food waste is no longer sent to landfills in Illinois. NSGL now saves \$137K in disposal fees each year.
- An innovation project was completed in Nov 2011 to find a better solution to mattress disposal at NSGL. The previous process included disposal in landfills which costs \$22 per mattress, consumes 23 ft<sup>3</sup> of landfill, and takes 100 years to decompose. This cost NSGL approximately \$35K annually. The new solution that the innovation team uncovered is using Nationwide Recycling, a local company that specializes in mattress recycling, to pick up the mattresses. Nationwide Recycling takes each mattress for \$4.50 and recycles 95% of mattress components. This saves NSGL about \$28K annually in addition to the positive environmental impact of landfill avoidance.

- NSGL worked collaboratively with local, state and federal partners over a two year period to establish a charter school in the former Naval Hospital Corps School building onboard NSGL, improving educational opportunities for military dependents as well as local children. School opened in September 2012 and serves 250 students, 37% being military children. The charter will eventually serve 500 students spanning grades K-8 and is expected to provide a quality education allowing NSGL to attract top notch instructors for our tenant commands which makes NSGL a more attractive duty location. NSGL Child and Youth Programs (CYP) achieved National Association for Education of Young Children accreditation at both of our Child Development Centers (CDC).
- During the FY12 Commander, Navy Installations Command annual, unannounced inspection, NSGL CYP received a 95.5% overall score and was recognized for their impressive implementation of the 'Creative Curriculum' that facilitates intentional teaching in literacy, math and science. Strong parent participation and high parental satisfaction were also identified as program strengths. CYP is working diligently to standardize and align the CDCs in an effort to bring maximum efficiency throughout the program.
- Smart phone technology, use of Apps, and the implementation of Web based surveys replaced paper survey forms at all galleys. This change not only saves the environment, it serves as an economical savings tool which provides instant survey results while reducing man-hours required to input the data from the hard copies. Over 31K customer surveys were processed in FY12 which showed a 97% overall customer satisfaction rating for food quality, variety, and service across ten operating galleys. These numbers greatly exceeded all Navy and commercial standards for an industrial food service operation.
- NSGL Galley 535 held monthly special event meals to encourage greater student utilization. New themed special meals were added to the traditional food service. Kraft Macaroni and Cheese night and the Breakfast for Dinner special meals were a big hit with the student population. These events increased student attendance at each meal by 250-400 additional patrons. The main event was the 2nd Annual Great American Backyard BBQ held in July that was an overwhelming success.

## **FACTOR II - IMPACT**

- NSGL Morale, Welfare, and Recreation (MWR) Department was named the National Gold Medal Award winner in the Armed Forces Recreation Category by the National Recreation & Park Association (NRPA), beating out all other MWR programs on every Department of Defense installation in the Continental United States. Since 1965, the Gold Medal Award honors communities throughout the United States that demonstrate excellence in long-range planning, resource management, and agency recognition. This is the first year with an Armed Forces Recreation Category which reflects the unique aspects of military recreation programs.
- NSGL received the FY 12 Secretary of the Navy Energy and Water Management Gold level award.
- Goodwill contracted cooks from NSGL's galley operation participated in the 4th Annual Commander Naval Installations Command (CNIC) Culinary Competition at Naval Base Coronado in June. This competition had formerly been restricted to only military cooks, but this year the CNIC Galley Director extended an invitation to our contracted personnel. The team took third place out of 12 teams. This was a significant accomplishment, as they excelled in a competition against the best chefs in the Navy during their first time out. All Goodwill personnel are employed under an Ability One contract.
- NSGL MWR Department received international recognition for our "4th of July Celebration" community outreach event from the International Festival & Events Association (1FEA). 1FEA

represents the global/international entertainment industry, including parades and festivals from around the world and recognizes the very best with Pinnacle Awards at their annual conference, this year held in Denver, CO. NSGL received a Gold Pinnacle for the best Sponsor Solicitation Package and a Bronze Pinnacle for the Best Sponsorship Program for Individual Sponsor. Aligned with the CNIC Strategic Goal of Taking Care of our People, this annual outreach event is continually lauded by active duty personnel, their families, our civilian employees, and the community, and has now received recognition at the highest levels of the industry.

- NSGL was awarded a \$21K Teen Employment Grant from CNIC CYP, which supported jobs for 11 dependent teens within the Child and Youth Program throughout FY12. This grant also provided these youths with experience in writing a resume, interviewing for a job, and job experience within the CYP facilities. CYP also obtained a \$9K Boys and Girls Club of America (BGCA) Teen Reach Grant which funded expanded opportunities for teen programming and helped to offset costs.
- NSGL was selected as the recipient of the CNIC CYP funded Camp Missoula Children's Theatrical Camp, 16-21 July at the Great Lakes Youth Center for the fourth consecutive year.
- NSGL was selected as one of 30 sites for the Sesame Street USD Experience for Military Children. This event was held in conjunction with the Month of the Military Child on 9 April and was attended by over 200 children and family members. Numerous families of Individual Augmentees were recognized by the Sesame Street personnel for their special sacrifice.
- Facilitated three annual CYP community special events, including Fall Fest, Winter Fest, and Kid's Zone at the NSGL 4th of July celebration with over 1,500 children participating. Successfully executed the conversion of the Naval Corpsman School into an elementary level Charter School through the Enhanced Use Lease (EUL) program. This achievement provides both a valuable school option to military and civilian children from the surrounding community, as well as economic reutilization of a previously vacant asset.
- Six firefighters from the NSGL Fire Department received Navy/CNIC Fire and Emergency Services "Life Saving Awards" for their actions on 25 June 2012. Working as a team, they administered acute care to a patient with severe life threatening abdominal wounds, thereby saving the individual's life.
- Twelve additional firefighters received Navy/CNIC Special Achievement Awards for actions on 27 January 2012, where this team administered life saving care to two patients while delivering a newborn boy in Public Private Venture housing during a winter storm.
- NSGL Fire Department was the first Navy installation fire department to transition to the new Navy Medical Protocol. This program standardizes medical intervention in the pre-hospital setting and has proven most efficient in execution.

### **FACTOR III - SPECIAL EFFORTS**

- Executed a \$3.9M project to install smart metering for all electric, water, natural gas, and steam services. This wireless network allows real-time monitoring of utility usage at installation facilities in support of energy reduction initiatives. This will provide ability to track energy usage at individual buildings and commands, allowing building energy manager's better control over usage within their buildings.
- Initiated an \$84M project to decentralize the NSGL steam system. This project will remove 110 buildings from the existing central steam system, resulting in an estimated \$9M in energy cost savings annually.

- Initiated Energy Savings Performance (ESPC) project that will provide energy efficiency improvements to 65 buildings with an estimated annual savings of \$31Wyr.
- Great Lakes has improved energy awareness communication through the creation and distribution of an "energy number" pilot program for 20 of our tenant facilities. Energy numbers are weather normalized scores indicating occupant controlled energy consumption patterns for each building. Building energy numbers are posted in each building and provided to NSGL leadership to raise their awareness of their building energy performance. This program directly aligns with the CNIC Strategic Initiative of integrating fleet requirements ashore to better understand total ownership costs. Tenant commands have become active partners with the Installation by recognizing their usage levels and realizing that their energy usage behaviors have a direct impact on savings, which can be used elsewhere in the Fleet.
- NSGL has already exceeded Executive Order 13423 requirement to reduce energy intensity 30% by FY15 compared to FY03 baseline. By 2nd quarter FY12, NSGL's energy intensity was reduced by 38.8% over the FY03 baseline.
- NSGL is executing an aggressive energy reduction program driven by major efficiency improvement projects. Great Lakes estimates it will reduce its utility costs by \$11.2M/year by FY16, with the completion of the projects planned and currently in execution. These projects will touch every significant energy using facility at Great Lakes. NSGL is well below Secretary of the Navy targeted energy reduction goals and will continue to look for additional means to incur even greater savings as new technology projects roll out and behavior modifications with our tenants mature.
- Evaluation and modification of existing dental mercury treatment system resulted in the reduction of 99.7% of mercury contained in the dental effluent. Design and management is performed in-house by Public Works Department-Environmental (PWD-EV). Final additions to the mercury systems included a chelating system to remove the residual mercury and an organics reducer to improve filter efficiency and longevity.
- Initiated and partnered with the Lake County Solid Waste Commission to conduct an electronic equipment collection event for used technology devices. The event focus was to educate NSGL personnel on the Illinois State electronic disposal regulations, and resulted in the collection and diversion of 15,000 lbs of electronic products from local landfills. Collected materials were not only from Navy families, but from personnel from five towns in the surrounding communities. Many personnel from outside NSGL lauded PWD-EV personnel for being leaders in this 'green' endeavor.
- NSGL has partnered with the Office of the Governor for the State of Illinois with his 'Illinois Sustainability Program' which seeks to reduce pollution and the consumption of resources. NSGL has been selected as a finalist -in this competition with results to be announced in November of 2012.
- NSGL has partnered with Chicago's Federal Executive Board in the Federal Government Green Challenge event, which will continue through FY13.
- Unit morale has increased as indicated in the Command's most recent Command Managed Equal Opportunity (CMEQ) survey (August 2012) due to improvements in communication and increased trust in the chain of command. Communication flow is enhanced due to quarterly Commanding Officer All-Hands calls, twice-weekly quarters, weekly department head meetings, extensive use of social media, and the Plan Of the Week now being posted in common areas to both active duty and civilian personnel. The CMEQ survey indicated that communication within the command has improved 18% from last year's survey. Trust in the Chain of Command has

improved as senior leaders have increased command recognition events in conjunction with the quarterly All Hands Calls, as well as increased visits to command spaces by leadership. Over the last year, NSGL has made substantial improvements in quality of life for its military and civilian personnel with family events, increased recognition, and an enhanced Holiday Party. The command survey reflects these initiatives as well as the overall positive attitude that is now displayed by NSGL personnel. The command morale numbers have significantly improved from the last two Command Climate surveys.

- The "Fort 2 Base Run" community outreach event hosted nearly 2,000 runners from 24 states in September of 2012. Runners had a choice of two race distances, either ten nautical miles (11.5 miles), which began at Fort Sheridan and ended at NSGL via the Green Bay Trail, or the three nautical mile (3.45 miles) event within the Naval Station fence line. 21% of those participating in the ten nautical mile run were active duty or reservists, and we had an equal number of dependent participants. Race organizers estimated that over 3,000 spectators and over 300 volunteers attended the event. On NSGL Ross Field, children dashed 100 yards just as SN Joseph Gregg did to reach the front gate to be Naval Station Great Lakes' first recruit in 1911.
- NSGL leadership made over 140 public appearances and speaking engagements in FY12 most notably at the NSGL 4th of July Celebration. Over 40,000 were in attendance over the two day program, including local dignitaries, mayors and village presidents, Installation family members, base personnel, and current and retired service members. Other significant events included the Northwestern University Wildcats football team visit, who held a scrimmage on Constitution Field, followed by a luncheon at NSGL's Port O'Call conference facility. The event was covered by the Chicago Sun-Times, Chicago Tribune, Fox Sports, Comcast Sports Network Chicago, and the Big Ten Network.